

## Conference Paper

# Improving Employees' Performance in Citra Mandiri Mobil

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**ORCID:**Tina Melinda: <http://orcid.org/0000-0002-2919-8300>**Abstract**

The purpose of this research was to describe the methods that can improve employee performance in the Citra Mandiri Mobil company. This research used qualitative methods by interviewing participants, namely employees of Citra Mandiri Mobil, automotive entrepreneurs, and the owner of Citra Mandiri Mobil. The results of this study found that efforts to improve employee performance can be done in several ways, including: (1) increasing employee motivation; (2) meeting employees' expectations to improve their performance; (3) improving employees' knowledge and skills; (4) creating a comfortable work climate; (5) increasing the role and support of leaders to overcome work problems faced by employees; and (6) rewarding employees with achievements and using more persuasive punishment for employees. Furthermore, the formation of a marketing team led by seniors, providing facilities such as vehicles, give a loan to employees who excel, starting periodic briefings, using the "Employee of the Month" approach to reward employees, and using a more persuasive approach when employees commit violations, are some tangible forms of efforts to improve the performance of Citra Mandiri Mobil employees.

**Keywords:** Performance Management, Employee Performance, Marketing

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## 1. Introduction

The company Citra Mandiri Mobil is engaged in automotive premium cars. The car is an important vehicle that is used everyday by Indonesians. When people want to buy a vehicle, there are two things they can think of: buying a new or used unit. If they want to buy a used car at a price above five hundred million with good conditions, that person is the target market for Citra Mandiri Mobil. In one aspect, the company Citra Mandiri Mobil has weaknesses in the field of human resources. The obstacle experienced by the company Citra Mandiri Mobil is to find employees who are in accordance with company standards. Therefore, the employees in the Citra Mandiri

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Mobil company continue to change. Not all employees are disloyal in the writer's company, there are five employees who have worked in the company for more than ten years. Apart from the five employees, the company had difficulty in making office workers feel comfortable and able to work long hours like other car companies. There are many employee divisions in the Citra Mandiri Mobil company, namely; one secretary, two administrations, three product marketing, four drivers, three car technicians, and two building cleaners. This research, is more focused on generating employee performance in the field of product marketing because the company Citra Mandiri Mobil wants the marketing team to work more optimally in the sense of increasing sales, compactness of work in teams, and creating unique marketing or promotional ideas. Formulation of issues to be discussed important for the company by creating the best employee performance because employees are an important factor for the company to progress. Therefore, the company's environment will not be harmonious if employee performance is not maximized properly.

## 2. Methods and Equipment

### 2.1. Previous Research

Based on Sofyan and Tukijan's research (2017), performance is a management process designed to connect organizational goals and individual goals and corporate goals can be met. A performance refers to something related to the activities of doing work in a particular case includes the results achieved by the work. Employee performance is basically the result of a person's work within a certain period. Whether or not the performance achieved by an organization is strongly influenced by the level of performance of employees individually or in groups. The analysis of the research method is the same documentation and reference as the research made by the author. The performance theory contained in the research can help the writer to understand the performance theory of each worker and how to do good to them such as making the company environment alive and harmonious.

### 2.2. Working Performance

The term performance comes from the word job performance or actual performance (work performance or actual achievement achieved by someone), or also the work quality and quantity to be achieved by an employee in carrying out their duties in accordance

with the responsibilities given to him (Mangkunegara, 2016). Employee performance is the result of work achieved by someone in carrying out the tasks assigned to him based on skill, experience, sincerity and time (Hasibuan, 2016). Employee performance can also be interpreted as the level at which employees achieve job requirements (Simamora, 2015). Thus, it can be concluded that what is meant by performance is the work of an employee on his work in quality and quantity according to the time determined to achieve organizational goals.

### **2.3. Process Of Managing Work Performance**

Aziz et al., (2018) discuss theory in the effect of recruitment and selection on performance. Recruitment is an activity to look for as many prospective workers according to the available vacancies. The sources where there are prospective workers are obtained from the Ministry of Manpower and educational institutions. In the employee recruitment period, the company would be better if choosing employees who already have the same background according to the work desired by the company to facilitate the learning process system in the new company. Employees who can work well with teams and have high leadership qualities and honest are preferred because employees who have these factors can lead to good performance. Online recruitment methods are more suitable for knowledge workers and middle management and are less appropriate for blue-collar jobs or very high-level management.

### **2.4. Evaluation On Work Performance**

Munandar (2015) explained that a company conducts a performance appraisal based on the consideration that there needs to be an objective evaluation system on the organization. In addition, with the performance appraisal, top managers can obtain an objective basis to provide compensation in accordance with the achievements of each responsibility center contributed to the company as a whole. All of this is expected to form motivation and stimulation to each part to work more effectively and efficiently.

### **2.5. Strategy To Improve Work Performance**

Strategy in general is a process of determining the plan for top leaders focusing on the long-term goals of the organization, accompanied by the preparation of ways / efforts so that the objectives can be achieved (Sedarmayanti, 2017), while improving

performance is an effort made by management to improve the implementation of current and employee performance. will come, so that the implementation of organizational goals is more efficient (Robbins and Judge, 2017). In other words, the strategy to improve employee performance is an effort made by the company whose main goal is to change the perspective, skills and attitude of employees to work efficiently so as to achieve company goals.

### 3. Model Analisis

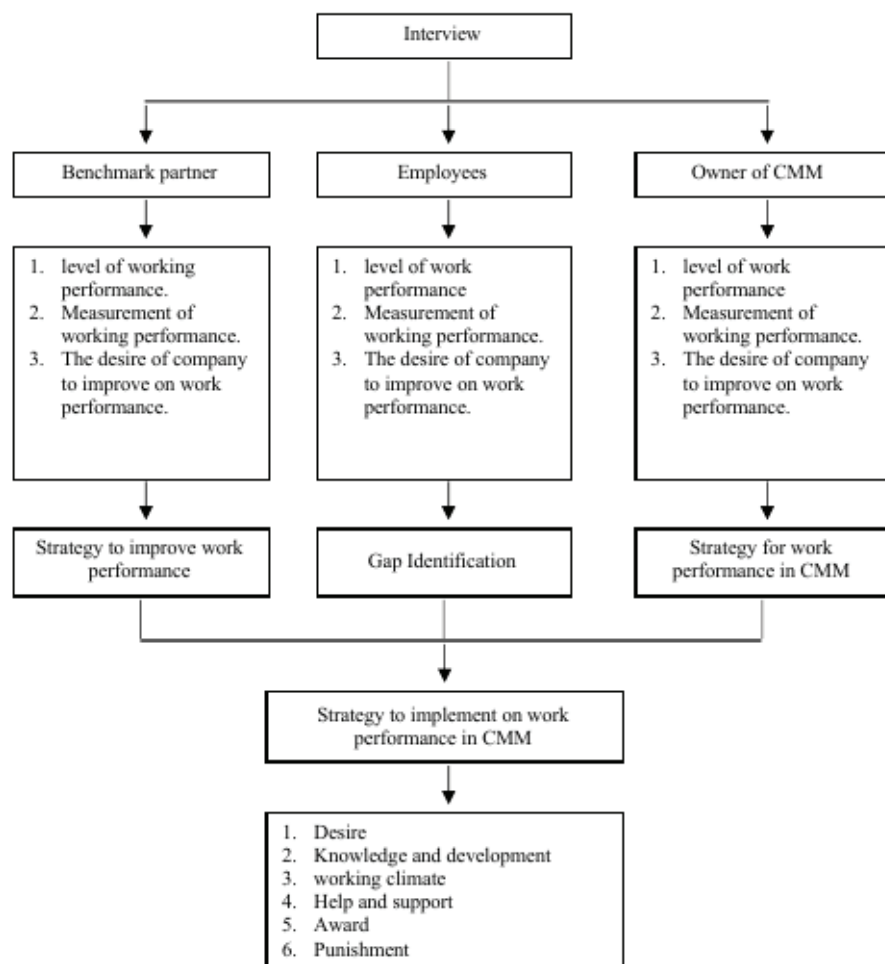


Figure 1

### 4. Discussion

## 4.1. Type Of Research

Research conducted using qualitative methods by interviewing interviewees. Qualitative research methods are very useful for obtaining information on the basis of certain behaviors, opinions and cultures. Based on Alsaawi (2014), the methodology described as qualitative is a form of research to interpret data and make researchers involved in part of the research process as parties and the data they provide. Because the type of approach used in this study is descriptive, researchers can explain problem solving based on interviews. Qualitative methods are used with the reason to get more detailed information for how to improve employee performance in the company.

## 4.2. Subject And Object Of Research

The research subject is a sampling technique with certain considerations from data sources. Certain considerations, such as people who understand most of the knowledge about what they expect, or maybe the people involved are conquerors who will allow researchers to explore social objects or situations that are investigated and subjects chosen for certain reasons (Sugiyono, 2013). The object of research has technical variables that must be understood to provide a correct conclusion (Sugiyono, 2013). The subject will consist of three categories: employees of the Citra Mandiri Mobil company, automotive entrepreneurs, and the owner of the company Citra Mandiri Mobil. An automotive entrepreneur can have good experience and learn all the strategies and systems of automotive trade if they have worked for a minimum of 3 years.

Usually, in the process of the first year to the third year, good and bad experiences or gains and losses can be felt. After the third year, they should be able to work superior and independent. Therefore, in this study needed a resource for automotive entrepreneurs who have worked in their fields for at least 3 years. For Citra Mandiri Mobil employees, interviewees must have a minimum of 3 years working requirements because 3 years experience is enough time for the company to be able to assess if the employee is loyal and the employee gets an additional bonus in the third year as a loyalty gift from the company. The age limit is according to the requirements of 23 years because the company believes that if people work in automotive and over the age of 22, he is an adult and can exchange ideas well.

### 4.3. Method Of Collecting Data

This type of semi-structured interview will be used in this study. Semi-structured interviews are those in which the questions are planned before the interview, but the interviewer gives the interviewee the opportunity to describe and explain a particular problem through the use of open-ended questions (Blandford, 2013). This type of semi-structured interview wants to be used because questions can be prepared in advance. This allows the interviewer to be prepared and appear competent during the interview.

This interview is suitable for researchers who have a picture in their mind about their topic so they can ask questions openly. Therefore, it is recommended that these open-ended questions be tested first. This format is an easy method for keeping conversations focused on the target topic (Alsaawi, 2014). Therefore, this type of interview is suitable for researchers who understand exactly what kind of information they are looking for.

### 4.4. Validation And Rehabilitation

Validity is related to whether the researcher can be trusted and whether it describes what should or is meant to describe it. Therefore, the quality of its validity is very important because the summaries described by the researchers are based on information obtained using this instrument.

The method used by researchers to examine qualitative data is “triangulation of sources”. The researcher collects information obtained through interviews with the results. Therefore, this case is produced so that conclusions made from data will be accurate and absolutely valid.

### 4.5. Data Analysis

Qualitative research conducted by researchers is focused on finding ways to improve employee performance. This study uses analysis models from Miles and Huberman (2017), namely: data collection, data reduction, data presentation, conclusion / verification.

## 5. Analysis and Review

## 5.1. Profile of Object Research

Citra Mandiri Mobil (CMM) is a used car buying and selling business that focuses on premium units. Citra Mandiri car is a company that was founded by the first generation, Meyer Humato in 1995 and is still running smoothly until now. Citra Mandiri Mobil has the meaning of 'image' given in the writer's company with the meaning of a good image because the author only sells cars in perfect condition, with quotes never being hit and not items taken from a car auction. The word 'Mandiri' originated from the first struggle before 1995 to be able to get capital to build the Citra Mandiri Mobil building. The company is located on Jalan Raya Manyar Kertoarjo no.32 Surabaya. The mission of Citra Mandiri Mobil company is to sell used cars with good quality conditions so that buyers can feel satisfied like buying a new car and maintaining an extensive network of connections for the future. Good quality in the sense that the vehicle is free of crashes, original paint conditions, and the condition of the engine and legs of the vehicle are normal when driving.

## 5.2. Evaluation Of Working Performance In CMM

Each company conducts a performance appraisal based on the consideration that an objective evaluation system for an organization is needed. In addition, with the performance appraisal, top managers can obtain an objective basis to provide compensation in accordance with the achievements of each responsibility center contributed to the company as a whole. All of this is expected to form motivation and stimulation to each part to work more effectively and efficiently (Munandar, 2015). In this case, an important aspect of a performance appraisal system is the existence of clear standards, where the main goal of the existence of these standards is the identification of critical elements of a job that is a benchmark for someone carrying out their work. These standards must have a comparative value which in its application must be able to function as a comparison tool between the work performance of an employee and other employees who do similar work (Robbins and Judge, 2017).

In this study, the measurement of the performance of CMM employees considers five main things as stated by Mathis and Jackson (2015), namely: (1) The quantity of output that should be produced by CMM employees during a certain period compared to the actual capabilities that have been done by employees; (2) Output quality that prioritizes output quality; (3) The period of output is set according to the sales target; (4) The level

of employee attendance at work; and (5) Cooperation between employees in carrying out their work.

### 5.3. Strategy To Improve On Working Performance In CMM

Strategy in general is a process of determining the plan for top leaders focusing on the long-term goals of the organization, accompanied by the preparation of ways / efforts so that goals can be achieved (Sedarmayanti, 2017), while improving performance is an effort made by management to improve the implementation of current and employee performance. will come, so that the implementation of organizational goals is more efficient (Robbins and Judge, 2017). In other words, the strategy to improve employee performance is an effort made by the company whose main goal is to change the perspective, skills and attitude of employees to work efficiently so as to achieve company goals.

In this study, efforts to improve the performance of CMM employees consider six main things as stated by Wibowo (2016), namely: (1) work motivation possessed by CMM employees; (2) Employees' expectations to improve their performance; (3) Knowledge and skills of CMM marketing employees in selling; (4) Work climate in the CMM company; (5) Help and support for leaders in improving the performance of CMM employees; and (6) Rewards and penalties for employee performance.

The strategy used in this study in order to improve the performance of CMM employees is to use the strategy proposed by Wibowo (2016) which explains that employee performance improvement plans designed to change employee behavior must meet six requirements, namely: desires, knowledge and skills, climate work, help and support, rewards, and punishment.

Desire indicates the desire of employees themselves to change without the desire of the person concerned, behavior is not possible to change (Wibowo, 2016). The assessment of the desire of CMM employees to improve their performance in this study was carried out by knowing in advance the factors that influence employee work motivation and employee motivation levels at work. Based on the results of interviews with employees and owners of CMM, it can be seen that the most important factor affecting employee motivation in CMM companies is incentives (bonuses). But unlike CMM companies, benchmarking companies also provide easy access to their employees regarding loans for urgent employee needs. However, the motivation level of CMM employees at work tends to depend on the ability of the monthly sales they do. When unable to make sales, employee motivation is low. Conversely, employee



motivation will increase dramatically when employees are able to make sales, so incentives are the key to CMM employee motivation.

This shows that employee motivation in working from benchmarking companies tends to be better compared to employees of CMM companies. That is because, CMM employees will have low motivation in working when unable to make sales, while benchmarking employees who are not able to make sales have the support of the leadership or owner so that they are more motivated to make sales in order to get a higher incentive (bonus). This is in line with the expectations of employees of the CMM company, that employee performance can be improved by increasing incentives and providing facilities (for example: vehicles that facilitate employee mobilization during sales, because some CMM employees do not have their own vehicles).

The employee performance improvement plan in terms of knowledge and skills explains that employees must know what to do and how to do, so employees must have the necessary knowledge and skills (Wibowo, 2016). The results of this study indicate that CMM employees have a good knowledge of the cars that they offer to them, especially related to the type of vehicle or interior they have. When they get a new type of car that they do not know the specifications, seniors and owners will tell them the specifications of the vehicle, making it easier for CMM marketing employees when offering it to consumers. Thus, the main key of the skills of employees in the CMM company is from the experience of working long enough in marketing luxury vehicles obtained from previous experience in the company and long experience working in CMM.

## 6. Conclusion and Advice

### 6.1. Conclusion

Based on the analysis results that have been explained, it can be concluded that efforts to improve employee performance can be done in several ways, namely as follows:

1. Increase employee motivation, by forming a Marketing Team and using senior marketing to be the leader of each marketing team formed. In addition, seniors are also expected to provide guidance to other employees to share marketing strategies so as to increase motivation and overall employee performance.
2. Meeting the expectations of employees so that their performance can improve, by providing facilities to employees such as vehicle loans (car) to employees who excel.

3. Improve employee knowledge and skills, by conducting periodic briefings to remind the company SOPs while explaining the things that must be done by employees before conducting marketing activities. The briefing is also expected to be a media for employees to express their inspiration, including the assistance or support expected by employees.
4. Creating a comfortable work climate, where company leaders need to use a more persuasive and familial approach, so as to create a good work climate for employees.
5. Increasing the role and support of leaders to overcome work problems faced by employees.
6. Reward employees for achievement and more persuasive punishment to employees. The “Employee of the Month” approach might be used by MCC management to show who employees are performing at this company.

## 6.2. Advice For The Company

Based on the analysis results that have been explained, it can be concluded several things as follows:

1. Regarding performance appraisal, MCC management can:
  - (a) Create a marketing team in order to even the distribution of individual sales capabilities of CMM marketing employees. This can not only be a learning medium for employees who are underachieving in sales, but also to increase employee motivation because they also get a portion of the commission from the sales they make.
  - (b) The culture of gathering employees to review new vehicles that are newly owned by the company needs to be maintained so that employee knowledge increases, so that it can also improve its ability to generate quality sales without complaints from consumers.
  - (c) The level of employee attendance needs to be maintained in order to create a good working environment in the CMM company.
  - (d) Collaboration between employees needs to be well maintained by CMM company management by means of close relationships between employees and encouraging volunteerism of employees to help their coworkers when one employee faces a problem related to marketing activities he does

2. Regarding employee performance strategies, MCC management can make the following efforts:
  - (a) Regarding efforts to increase employee motivation, MCC management can establish a marketing team, CMM management can offer two types of incentives to employees, namely incentives for individuals and incentives for marketing teams. The distribution of incentives like this is expected to increase employee motivation in marketing and improve overall performance.
  - (b) Regarding employees' expectations to improve their performance, CMM management can provide facilities such as vehicle (car) loans to employees who excel, which are able to generate more sales than what is marketed. The existence of such facilities will also improve coordination and cooperation of the marketing team that will be formed, which of course is also expected to improve overall employee performance.
  - (c) Regarding efforts to improve employee knowledge and skills in marketing, CMM management can use seniors to become leaders of each marketing team formed. In addition to increasing the knowledge and skills of each member of the marketing team, the presence of seniors will also increase the individual confidence of the members of the marketing team and increase their motivation while offering vehicles to consumers, which will certainly improve individual performance and team performance.

### 6.3. Advice For The Next Researchers

Researchers can then examine the factors that affect the performance of employees in the company Citra Mandiri Mobil (CMM) using a quantitative approach, for example by using the partial least square (PLS) method that does not matter the number of samples. The existence of research like this is expected to support the results of this study.

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